

Headquarters U.S. Air Force

Integrity - Service - Excellence

Logistics Readiness

***AFIT Executive Seminar
Aug 04***



U.S. AIR FORCE

Ms Lorna Estep

**Deputy Director of Logistics Readiness
Deputy Chief of Staff/Installations &
Logistics**



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Overview

- **Introduction to Logistics Readiness Directorate**
- **Operational CONOPS/CRRA and ACS**
- **Force Presentation**
- **MSG, LRO and Total Force Development**
- **Joint Sourcing and AF Missions**
- **New Systems solutions: ECSS and ACS C2**



I&L Team

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Aircraft, Missile, &
Munitions



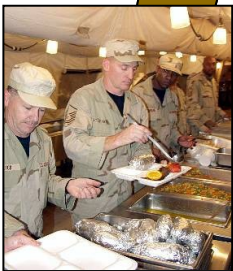
Resources



Civil Engineering



Air Force
Capabilities & Effects
(Expeditionary & In-garrison)



Services



Logistics Readiness



Innovation &
Transformation



Communication
Operations

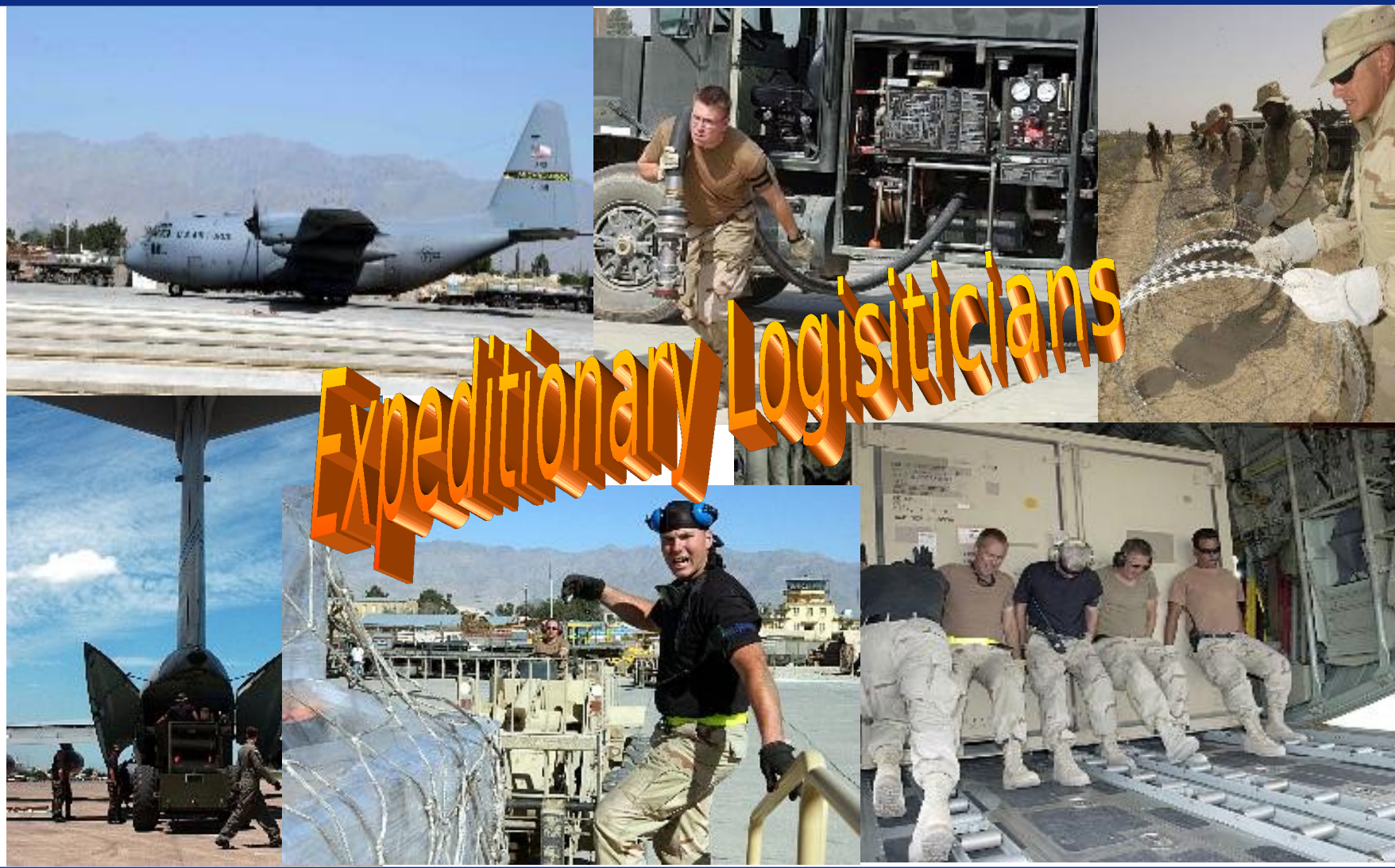
"Agile Combat Support creates, sustains, and protects all air and space capabilities to accomplish mission objectives across the spectrum of military operations."

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Who we are...



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Director of Log Readiness (ILG)

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Functions

- **Operate USAF Combat Support C2 Center**
- **Develop Agile Combat Support (ACS) Implementation Objectives**
- **Assess ACS capabilities, performance and lessons learned**
- **Direct ACS capabilities & assessments in exercises, wargames**
- **AF “Flight Lead” for ACS transformational concepts, procedures, best practices**
- **Provide doctrine, policy and process oversight for Logistics Readiness Organizations: RSS, APS, LRS, ACS C2**
 - **Mission Support Groups**
- **Logistics Readiness Officer, Civilian and enlisted Career Field Mgr**
- **AFLMA Initiatives**

Be Expeditionary!!!

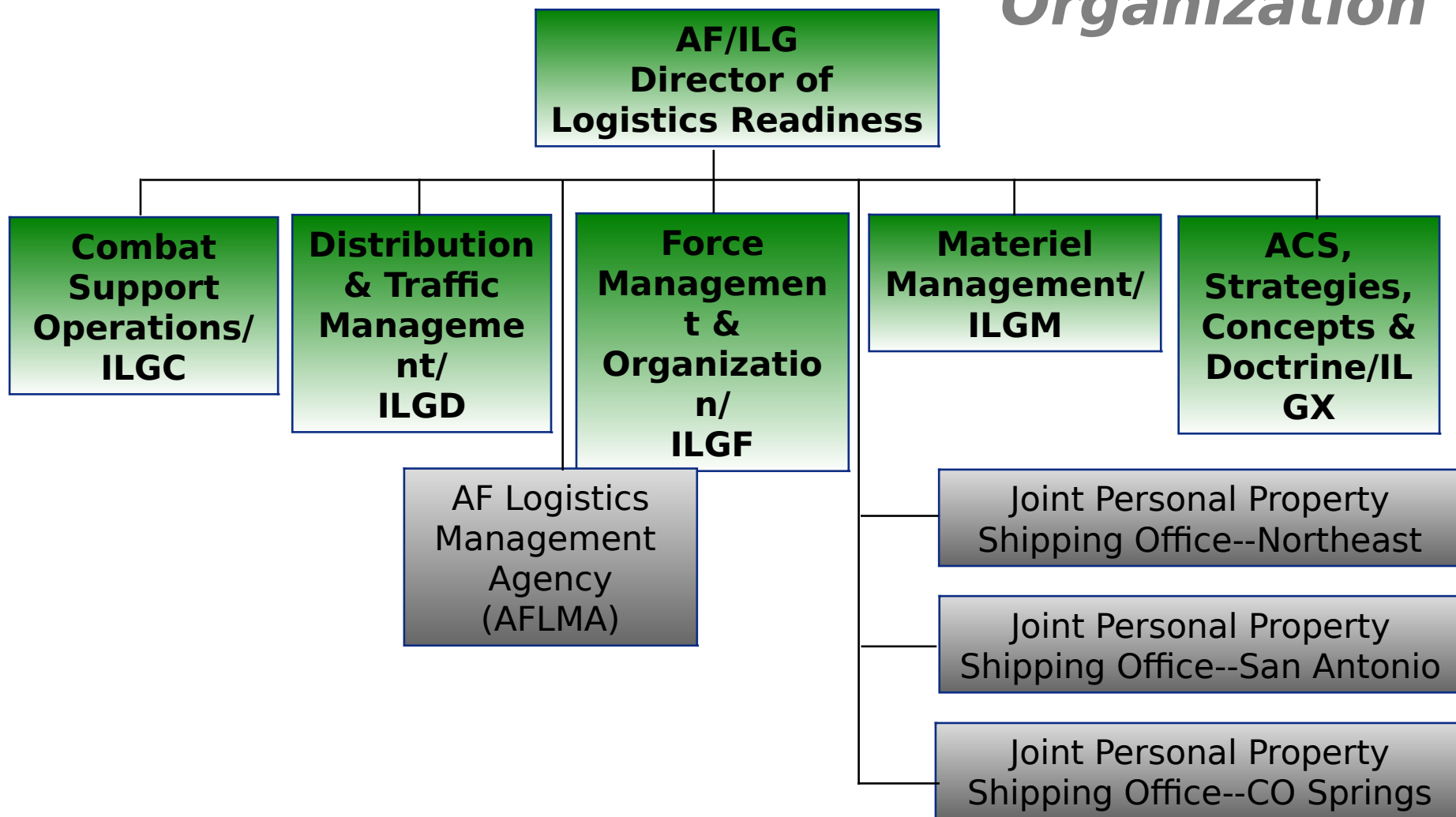
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Organization





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Operational CONOPS/CRRA And Agile Combat Support



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Modernization of Combat Support

Mass-Based



- More is better
- Mountain of stuff measured in days of supply
- Massive inventory hedge against uncertainty in demand and supply
- Mass begets mass and slows everything down

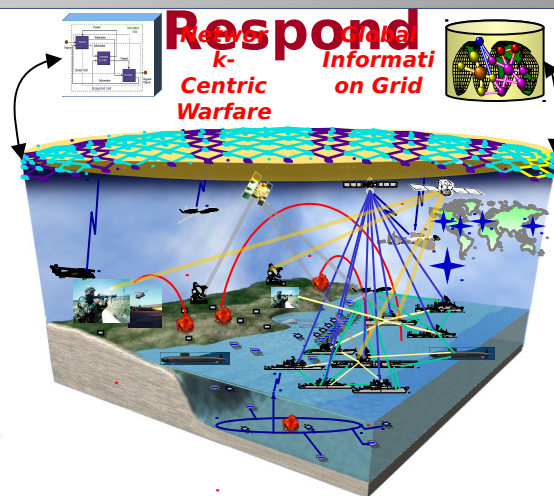
Just-in-Time



- On-time is better
- Inventory reduced to minimum; kept moving
- Requires precise demand prediction and static optimization to purge uncertainty
- Works great, except when it doesn't

Sense and

Respond



- Adaptive is better
- Inventory dynamically positioned throughout
- Flexible transportation and robust IT used to **manage** uncertainty
- Supports distributed, adaptive ops



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CSAF Operational CONOPS and the ACS CONOPS

Air and Space Expeditionary Force

Global Strike
CONOPS

Homeland Security CONOPS

Global Mobility
CONOPS

Space & C4ISR CONOPS

Global Persistent Attack

Nuclear Response
CONOPS

The ACS CONOPS Defines Combat Support capabilities that **directly** and **indirectly** support the Operational CONOPS - the foundation for the AEF & CSAF CONOPS

Agile Combat Support CONOPS

Logistics Readiness

Maintenance

Munition

**Histori
an
Safet**

**y
Servic
es
Chapla**

**in
Judge
Advocate
Health
Services
Airfield**

**Operations
Office of Special
Investigations**

**Communications /
Information**

**Security
Forces
Public Affairs**

Manpower

Acquisition

Personnel

Contractin

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Civil**

Engineer

**Science &
Technology**

**Financial Management &
Comptroller**

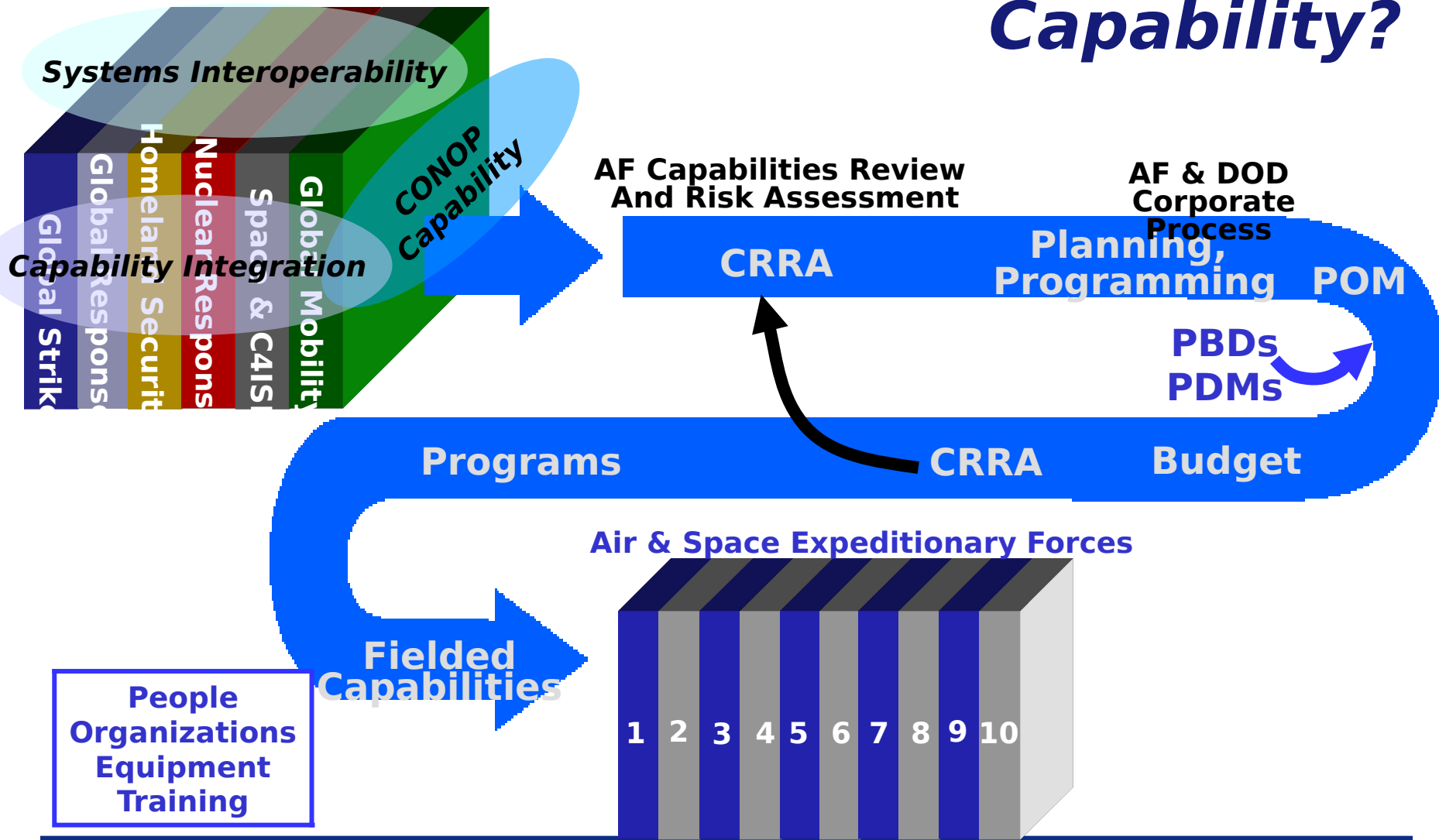
Agile Combat Support





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How Do We Go From Required Capability to Fielded Capability?



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Capability Needs Drive Modernization

- **Everything we do and dollars we spend must be measured and focused in terms of ACS Capabilities**
- **Everyone in ACS Capabilities Planning must work together to achieve a consensus view of shortfalls and recommended ways ahead**

Bring the team together - unleash the power

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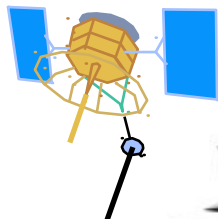
Force Presentation

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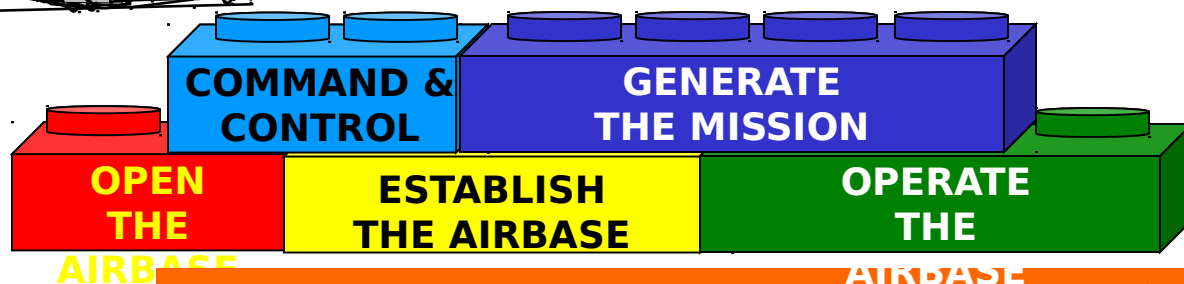
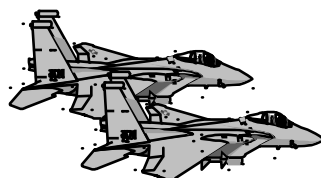
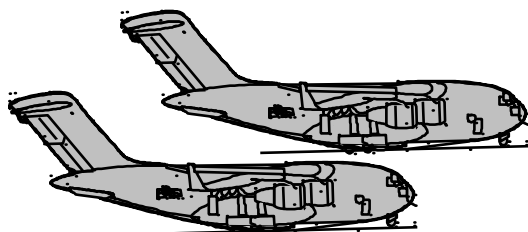


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CWO Expeditionary Presentation



AEF 'Force Modules'
****Beginning in Sep 04
(AEF Cycle 5)***



C-365 — C+0

MSL UTC(s)

C+14 — C+29

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AF Expeditionary Supply Capabilities by UTC

- **FORCE MODULE (FM) OPEN THE BASE:**
 - Establish initial property accountability
- **FM: ESTABLISH THE BASE**
 - Provides a Combat Supply cadre to establish initial bed down.
 - Customer support, repair cycle, property accountability
 - Receives, inspects, stores & issues supply & equipment items
 - Computer equipment for connectivity to SBSS/ILS-S
- **FM: OPERATE THE BASE**
 - Demand processing and Equipment support
 - CWDE / MICAS / IEE support
 - MRSP / Spares and repair cycle support
- **FM: GENERATE THE MISSION**
 - Includes an LRS 2S071 (MSgt) and 2S051 to perform MSL duties; they will deploy with iron and reside in the Maint Squadron



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Eagle Flag

“A field-training exercise completes the training by integrating all specialties into one military operation striving toward a single mission”

Maj Gen Peppe

and establish a bare base able to support/sustain mission generation forces. Effect is to create an operating location to support mission generation forces.

■ **Target Audience**

- ***Force module UTCs - Open the base, C2, Establish the Base***
- ***Key (CCs, CCM, 1st Sergeants) and Essential (senior ranking functionals) Leaders***
- **EAGLE FLAG is designed as an opportunity for fully trained personnel to integrate in an exercise environment prior to real world deployment**



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Discussion.....

- **CWO achieves CSAF vision of organizing and training as we fight**
 - **MSG and LRS key components**
- **Need to continue gathering OEF/OIF lessons learned from AF/XOL and work toward correcting the symptoms of problems**
- **Combat Operations in the AOR highlighted areas of concern in the logistics process**
 - **Iron and maintenance deployed in advance of open and establish base capabilities**
- **MSG functionality absolutely critical to the success of MXG operations—**
 - **Force module construct to deliver critical “open the base” capabilities within first hours,**
 - **Ensures combat support functions required to support MXG “generate the mission” are available before aircraft arrive**



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MSG, LRO and Total Force Development



CSAF's View of CWO

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- **“The CWO is designed to have the OG and the MXG focus on providing the necessary balance between flying operations and health of the fleet/sortie production, both at home and in the deployed expeditionary environment.”** CSAF:10 May 04

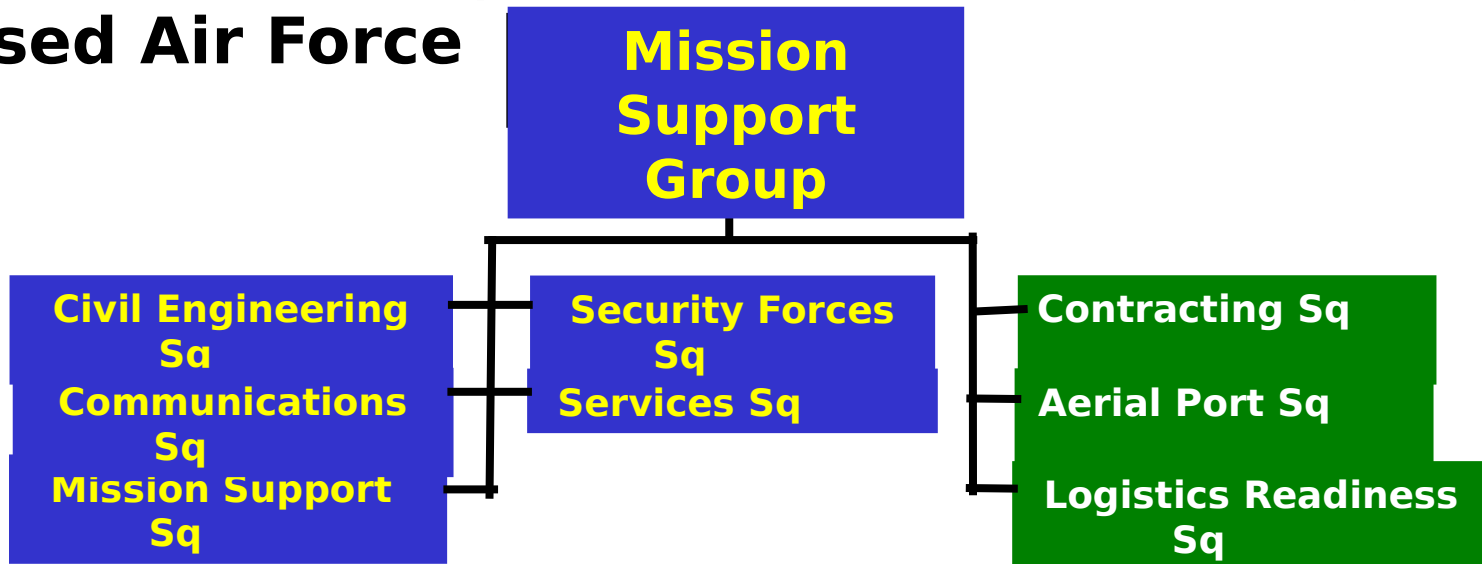
- **OG - FLY!**
- **MXG - FIX!**
- **MSG - ENSURE VICTORY!**



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MSG Objective

- Focus on the full scope of planning, sustainment, preparation, deployment, and redeployment operations
- Sustain home base capability while supporting an expeditionary, rapid reaction, contingency-based Air Force





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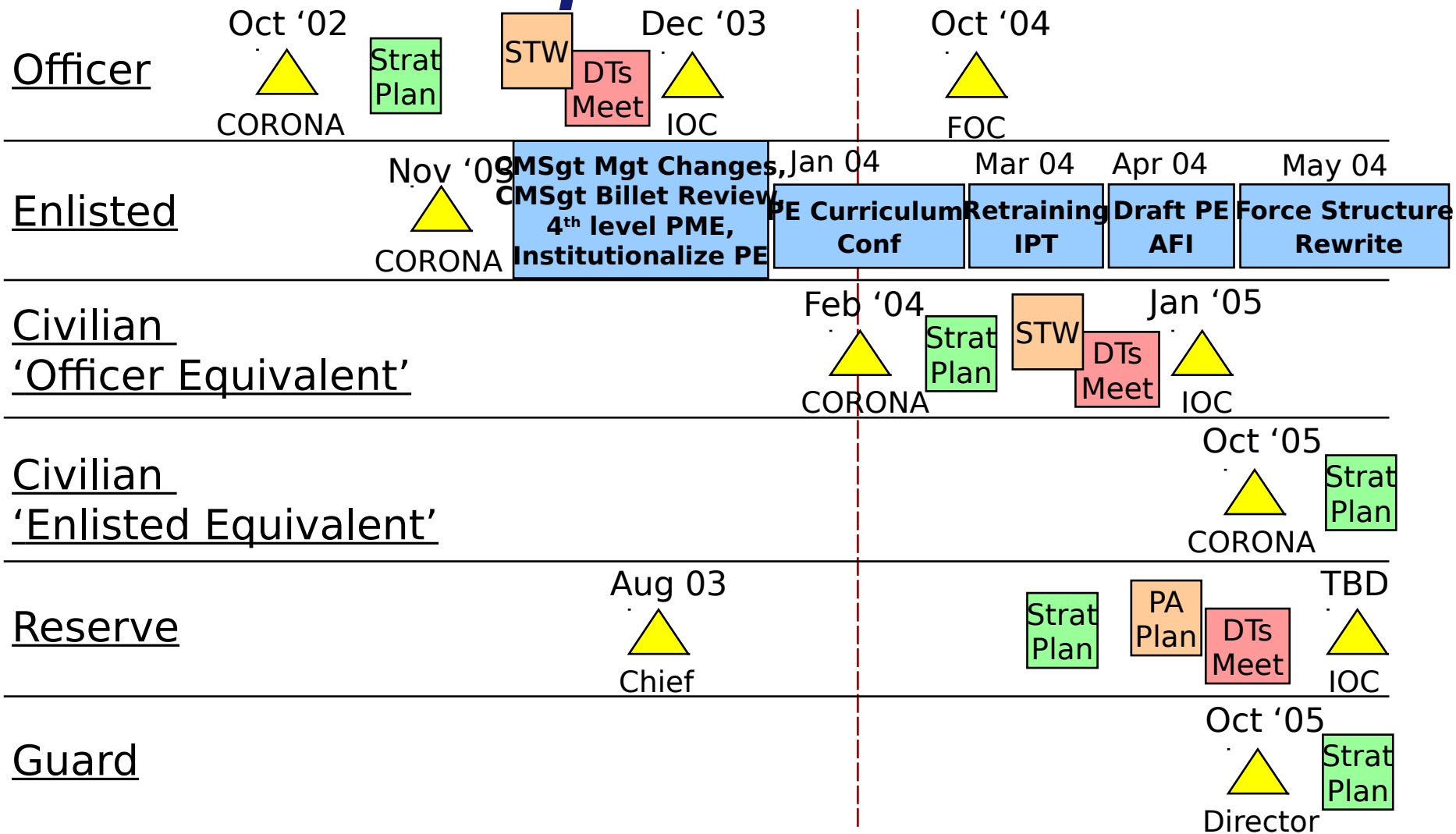
MSG Capabilities

- **Command & Control ECS readiness and responses**
- **Posture responsive forces**
- **Establish operating locations**
- **Support forces and missions**
- **Sustain operating locations**
- **Protect forces**



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Total Force Development Implementation Timeline



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LRO Way Ahead

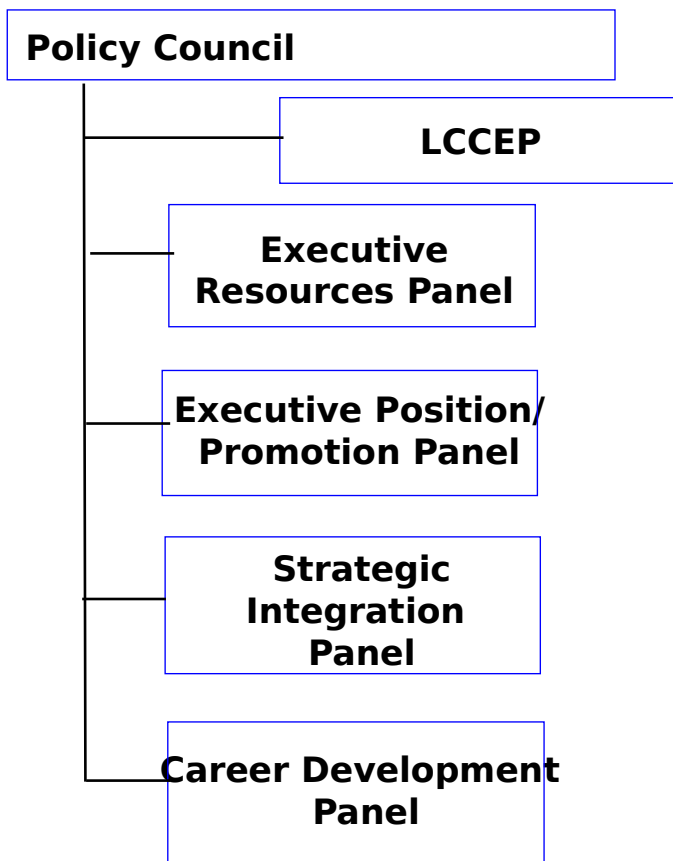
- **Officer Professional Development**
 - **LRO Intermediate Course, FY 05 implementation**
 - **Advanced Logistics Readiness Officer Course - ACS C2 Experts**
 - **Held at AMWC; Mar 04 first class!**
- **Continuing Education**
 - **AFIT 99-Series and other courses**
 - **Civilian Institutions**
 - **Education with Industry**
- **2-yr Basic Developmental Education....Career Broadening**
 - **OSD Fellows (formerly Professional Enhancement Program)**
 - **Supply/Trans**
 - **Intern Program**
 - **Air Staff**
 - **Logistics Career Broadening Program**
 - **AFMC**



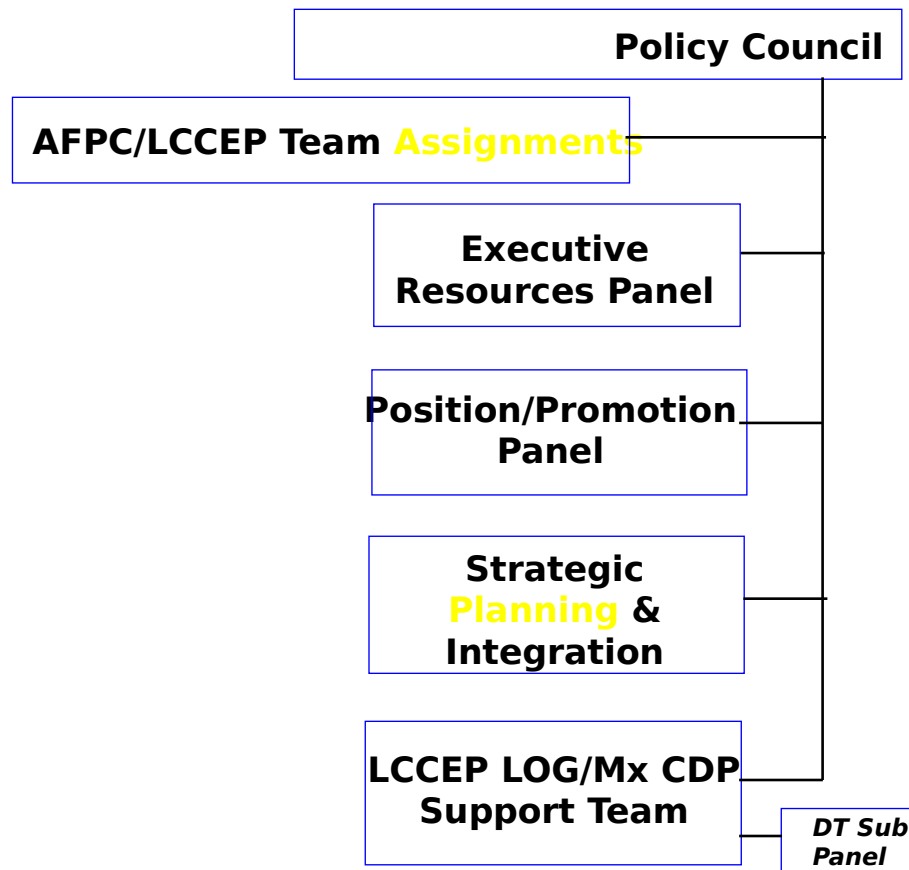
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LCCEP

Today



Tomorrow



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Joint Sourcing and AF Missions



More Discussions.....

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- **Road-Ahead for Airmen supporting Joint Sourcing**
- **OIF/OEF “embedding with the Army”**



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Joint Sourcing: OIF III/OEF V

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Capability Total Pax

- **XO 373+**
 - Law and Order
 - Guard Company
 - Explosive Dog Detector
 - Intel
- **SG 162**
 - Stress Prevention Teams
 - Surgical
 - Preventative Medicine

■ **Capability Total Pax**

- **IL 1101+**
 - Survey & Design
 - Fire Fighting
 - Combat Heavy Company
 - Lt Medium Truck Company
 - Signal TACSATCOM Company
 - EOD Company



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- **AF Doctrine and Mission**

- **Equipment shortages for new mission: HUMVEES, M-4s, Body Armor**

- **CFLCC/CENTCOM Identified training shortfalls and inconsistent validation as a Major problem during initial rotation of 'In Lieu of'/Joint Sourcing Army Units**
 - **Ad Hoc Training Program developed using theater forces to train Airmen**
 - **AETC Camp Bullis for this rotation**
 - **Future Army training? But Army expects them to arrive as a “unit”**

- **Conduct AF-wide review of basic skills**
 - **Focus on needs of Airmen to survive and operate in expeditionary combat environment**
 - **Includes basic training as well as sustaining skills**



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New Systems solutions: ECSS and ACS C2



Combat Support/Logistics

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**Warfighting
CONOPS / Task
Forces or
Operational
Capability**

**Combat Support /
Logistics Processes**

Architecture

Global Strike

Homeland Security

Global Mobility
Humanitarian / (NEO)

Air & Space C2ISR

Global Response

Nuclear Response

Integration

Expeditionary Planning, Execution & C2

Combat Support Capabilities

Product Support, Planning & Acquisition

Combat Support Capabilities

Operational Systems Engineering

Combat Support Capabilities

Repair Operations

Combat Support Capabilities

Supply Chain Management

Combat Support Capabilities

We enable Global Expeditionary



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Next Steps: Future Enterprise Solution

Web Portal

WebMail / Workflow

Order Management/CRM

Supply Management Domains

Purchasing

**Asset
Movement**

**Inventory /
Warehouse**

**Asset
Planning**

**Repair &
Maintenance**

Transportation

Funds & Working Capital

Equipment Management

Human Resources

Database & Document Storage

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ACS C2 Ops Architecture Implementation Objectives

- Enhance **processes** → Integrate Ops/CS planning and execution processes with **closed-loop control/feedback**
- Expand **doctrine** → Increase emphasis on C2 dimension of CS and clearly **delineate roles of AFFOR/AOC/OSC/RSS and other key organization nodes**
- Establish **organizations** → Establish a standing network of **execution focused organizations** based on doctrine and process refinements

- Refine training and education → Deliver multidisciplinary education with **integrated CS operations training**

- Develop tools and systems → Develop critical **system capabilities** in line with TO-BE operational **ASC ops architecture**



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AF Next Steps for Enterprise Solution

- **Existing Systems**
 - **Barebones sustainment authorized with minimal upgrades to support near-term war fighter capability and DoD/AF mandates**
 - **Stop all associated development and modernization efforts**
- **Develop and implement a comprehensive change management strategy**
- **Develop a comprehensive implementation plan and begin implementing**
 - **Establish as cornerstone of the Air Force's Logistics Enterprise Architecture (LogEA)**
- **Lean out processes before implementing Technology**



- **Minor Technical risks for implementation**
 - **Enterprise products have matured**
 - **Implementation “cookbooks” available**
 - **Lessons learned/benchmarks well understood**

- **Major Risks for implementation**
 - **Culture changes**
 - **Transformation**
 - **Change management**
 - **Governance**
 - **Decision Cycle time**
 - **Resources: dollars, time and people**



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Summary

- **An Enterprise solution is essential to create a 21st Century Air Force Agile Combat Capability and achieve ACS vision**
- **Implementation requires vision, strong leadership commitment, and a willingness to change**
- **Success enables the AF to continue efficiently and effectively managing one of the world's most powerful logistics organizations**



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AF/ILG

- **A lot going on...**
 - **Operational CONOPS/CRRA**
 - **ACS Implementation**
 - **Force Presentation**
 - **MSG/LRO and Total Force Development**
 - **Joint Sourcing and AF Missions**
 - **New Systems solutions: ECSS and ACS C2**

Logistics Readiness

Mission Support

Agile Combat Support

Combat support warriors leveraging effects-based logistics